

THE  
ISABELLA STEWART GARDNER  
MUSEUM, INCORPORATED  
BOSTON, MASSACHUSETTS



THIRTY-SIXTH ANNUAL REPORT  
1960











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*Stella Stuart Gardner*



The Isabella Stewart Gardner Museum

INCORPORATED

# Annual Report

for the year 1960



BOSTON, MASSACHUSETTS

1961



THE ISABELLA STEWART GARDNER  
MUSEUM, INCORPORATED

Sole Trustee under the will of Isabella Stewart Gardner



FRANCIS LEE HIGGINSON, *President*

G. PEABODY GARDNER, *Vice-President and Treasurer*

JOHN LOWELL GARDNER, *Assistant Treasurer*

MALCOLM D. PERKINS, *Secretary*

TRUSTEES

FRANCIS LEE HIGGINSON

ARTHUR POPE

RICHARD C. PAINE

G. PEABODY GARDNER

JAMES LAWRENCE, JR.

MALCOLM D. PERKINS

JOHN LOWELL GARDNER

## STAFF\*

*Director Emeritus*

MORRIS CARTER

### ADMINISTRATION

*Director*

GEORGE L. STOUT

*Assistant Director*

WILLIAM N. MASON

*Secretary*

EVELYN BURR

*Assistant Secretaries*

JEANETTE T. BIBBO

JOHANNA GIWOSKY

*Docents*

JOSIAH HENRY BRAUN

SYLVIA ERICSON

*Publications Consultant*

HENRY H. BALOS

*Photographer*

JOSEPH B. PRATT

### COLLECTION

*Conservator*

ALFRED J. JAKSTAS

*Technicians*

JOAN L. BRAUN

VINCENZINA ROMANO

JUDITH JENCKS

### SECURITY AND MAINTENANCE

*Security Foreman*

PATRICK T. NILAND

*Maintenance Foreman*

JOHN J. KENNEDY

*Shop Technician*

JOHN F. NILAND

*Technicians*

FLORA A. BERRY

MICHAEL FINNERTY

HERBERT A. BERRY

JAMES F. HORGAN

CARL E. BIGHAM

DENNIS W. MAHONEY

MARY CAMPBELL

EDWARD MONAHAN

PETER CONNORS

PATRICK NAUGHTON

MICHAEL CONWAY

*Guards*

JOHN Q. ADAMS

FAY B. JOHNSON

BARNEY BIRMINGHAM

FRANCIS LEON

BASIL B. DAVISON

WALTER E. LESLIE

BASIL R. DEERING

CHARLES H. MORSE

JOSEPH FEELEY

PAUL C. PETERSEN

HENRY F. FORD

ATTILIO PETINGI

ERNEST GILLIBRAND

CHARLES H. REYNOLDS

ALBERT B. GORDON

PAUL SIMONETTI

JOHN HAHN

PERCY C. SMITH

CHARLES F. HATHAWAY

THOMAS SULLIVAN

### GARDENING

*Head Gardener (Greenhouse)*

JOHN F. SULLIVAN

*Head Gardener (Museum)*

JOHN A. MADDEN

*Gardeners*

MICHAEL COGAVIN

MICHAEL HEAVEY

PATRICK J. FLYNN

ROBERT M. MACKENZIE

\* December, 1960.

## NOTE

The Isabella Stewart Gardner Museum in the Fenway, Incorporated, was incorporated under the laws of the Commonwealth of Massachusetts, December 19, 1900, Mrs. Gardner's sole beneficial ownership of the works of art held by this corporation being represented by stock. (*For the Certificate of Incorporation see p. 6 and for a copy of an Act of 1925 authorizing the corporation to hold additional real and personal estate, not exceeding eight million dollars, see p. 7.*)

The Will and Codicil of Isabella Stewart Gardner probated August 21, 1924, gave to Trustees all her land in Boston including Fenway Court and the land adjacent thereto, and her works of art, or her interest therein as represented by stock of The Isabella Stewart Gardner Museum in the Fenway, Incorporated. (*For the relevant provisions of the Will and Codicil see p. 8.*)

On November 23, 1936, the Trustees then surviving executed an Agreement of Association with the intention of forming a corporation under Chapter 180 of the General Laws of the Commonwealth (*see p. 11*). A certificate of Incorporation was granted on December 23, 1936, as of the date of the said Agreement (*see p. 13*). An Act authorizing the corporation to hold additional real and personal estate not exceeding twelve million dollars was approved March 23, 1937 (*see p. 14*), and this limit was raised to twenty million dollars by an Act approved April 4, 1955. (*See page 14.*)

The Trustees under the Will having resigned upon the formation of the corporation, The Isabella Stewart Gardner Museum, Incorporated, was on December 24, 1936, appointed by the Probate Court of Suffolk County, sole Trustee of the estate theretofore held in trust by the individual Trustees. (*For the Certificate of the Probate Court, see p. 15.*)

By an Act of the General Court of the Commonwealth approved May 14, 1943, the real estate in Boston of the Isabella Stewart Gardner Museum, Inc., was exempted from taxation as from January 1, 1943. (*For the Act see page 16.*)



## Commonwealth of Massachusetts

Be it known *That whereas* John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM  
IN THE FENWAY, INCORPORATED

for the purpose of art education, especially by the public exhibition of works of art, with a capital of Fifty Thousand Dollars, and have complied with the provisions of the Statutes of the Commonwealth in such case made and provided, as appears from the certificate of the President, Treasurer, Secretary and Director of the said Corporation, duly approved by the Commissioner of Corporations and recorded in this office:

**Now, Therefore,** I, William M. Olin, Secretary of the Commonwealth of Massachusetts, **Do hereby Certify** that said John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner, their associates and successors, are legally organized and established as and are hereby made an existing corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM  
IN THE FENWAY, INCORPORATED

with the powers, rights, and privileges, and subject to the limitations, duties and restrictions which by law appertain thereto.

**Witness** my official signature hereunto subscribed, and the seal of the Commonwealth of Massachusetts hereunto affixed this nineteenth day of December in the year of our Lord one thousand nine hundred.

[Seal]

WM. M. OLIN,  
*Secretary of the Commonwealth.*

# Commonwealth of Massachusetts

*Acts of 1925 — Chapter 198*

**An Act** to authorize THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, to hold additional real and personal estate and for other purposes.

*Be it enacted, etc., as follows:*

THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations, may hold real and personal estate to an amount not exceeding eight million dollars, including the amount it is already authorized to hold by section nine of chapter one hundred and eighty of the general laws, which estate shall be devoted to the purposes of said institution, as provided in said section nine, so that through its agency may be carried on the endowed Museum given under the will of Isabella Stewart Gardner for the education and enjoyment of the public forever.

*Approved March 30, 1925.*

EXCERPTS FROM THE WILL AND CODICIL  
OF  
ISABELLA STEWART GARDNER

Dated May 9, 1921: Probated August 21, 1924

THIRD: 1. To Harold J. Coolidge, Grafton D. Cushing, William C. Endicott, Francis L. Higginson, Jr., and Arthur F. Johnson, all of Boston, and to said Arthur Pope, and to Henry D. Sleeper of Gloucester, and the survivors and survivor of them, and the heirs of the survivor, I devise all the land which I own in Boston, and especially the land comprising my estate known as Fenway Court, and my land adjacent thereto, situated on the Fenway, the Tremont entrance to the Fenway Park, and Worthington Street, which tract includes the lots conveyed to me by deeds of Augustus P. Loring, dated January 31, 1899, and June 13, 1899, recorded with Suffolk Deeds, *Lib.* 2620, *Fol.* 107 and 109; deed of Moses Williams *et al.*, Trustees, dated February 26, 1900, recorded with Suffolk Deeds, *Lib.* 2667, *Fol.* 306; deed of Henry M. White, dated January 1, 1901, recorded with Suffolk Deeds, *Lib.* 2728, *Fol.* 25; deed of Moses Williams *et al.*, Trustees, dated June 16, 1906, recorded with Suffolk Deeds, *Lib.* 3136, *Fol.* 170; deed of Paul and Rachel S. Thorndike, acknowledged March 22, 1907, and recorded with Suffolk Deeds, *Lib.* 3197, *Fol.* 493; deed of Charles Paine, dated November 20, 1911, and recorded with Suffolk Deeds, *Lib.* 3589, *Fol.* 232, and deed of Moses Williams *et al.*, Trustees, dated January 8, 1913, and recorded with Suffolk Deeds, *Lib.* 3700, *Fol.* 631, with the buildings thereon, and I also bequeath to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the



representatives of the survivor, all my interest in the pictures, statuary, works of art, bric-a-brac, furniture, books and papers, contained at my death in all the stories of the main building of said Fenway Court other than the fourth story and the attic, and also in or upon the grounds adjoining said building, and all such articles as are above mentioned wherever situated intended or destined to be contained in these stories other than the fourth story and the attic, including all the property in which I own the beneficial interest through my ownership of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, all the aforesaid real and personal property to be held by said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, in trust as a Museum for the education and enjoyment of the public forever, but no works of art shall be placed therein for exhibition other than such as I, or the Isabella Stewart Gardner Museum in the Fenway, Incorporated, own or have contracted for at my death. And I direct that, if any question arises as to what is intended or destined for said stories other than the fourth story and the attic, the judgment of my Executors or Executor shall be final.

2. Whereas in the foregoing paragraph I have bequeathed all my interest in certain personal property, and whereas the legal title to it or to a portion of it is in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, and whereas it is my intention that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain in the Museum established under this will, now, therefore, I give and bequeath all my shares in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, to be held in trust

for the purposes of the Museum established under this will, I hereby directing the Trustees so to hold and manage said shares that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain forever in the Museum established under this will subject to all the provisions of this will relating to the Museum so established. And I authorize the said Trustees, as the holders of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to procure its dissolution, and the transfer and delivery of all its property to them as Trustees to be held in trust for the purposes of the Museum established under this will in accordance with all the provisions of this will relating to said Museum.

3. I also give to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the representatives of the survivor, the sum of one million two hundred thousand dollars (\$1,200,000) in trust to apply the income of it to maintain the Museum established under this will in accordance with all the provisions of this will.



# AGREEMENT OF ASSOCIATION

## Commonwealth of Massachusetts

### DEPARTMENT OF CORPORATIONS AND TAXATION

We, whose names are hereto subscribed, do, by this agreement, associate ourselves with the intention of forming a corporation under the provisions of Chapter 180 of the General Laws (Ter. Ed.).

The name by which the corporation shall be known is

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED.

The location of the principal office of the corporation to be in Massachusetts is the City of Boston.

The purposes for which the corporation is formed are as follows:—

To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will.

The amount of its capital stock (if any) is   *None*   dollars

The par value of its shares is                   *None*                   dollars

The number of its shares is                   *None*

We hereby waive all requirements of the General Laws of Massachusetts for notice of the first meeting for organization, and appoint the 23rd day of November 1936, at one o'clock P.M., at Fenway Court, Boston, Massachusetts, as the time and place for holding said first meeting.

In Witness Whereof we have hereto signed our names  
this 23rd day of November in the year nineteen hundred and  
thirty-six.

| NAME                  | RESIDENCE<br>(City or town; street and number) |
|-----------------------|--|
| William C. Endicott   | 59 Ingersoll St., Danvers, Mass.               |
| Francis L. Higginson  | Cherry St., Wenham, Mass.                      |
| Grafton D. Cushing    | 45 East 66th St., N. Y. C.                     |
| T. Jefferson Coolidge | 35 Lapland St., Brookline                      |
| Richard C. Paine      | 325 Heath St., Brookline, Mass.                |
| Olga E. Monks         | 51 Commonwealth Ave., Boston                   |
| Arthur Pope           | 11 Lowell St., Cambridge, Mass.                |

# CERTIFICATE OF INCORPORATION

## Commonwealth of Massachusetts

Be it known *That whereas* William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, for the purpose of the following:—To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will; and have complied with the provisions of the Statutes of this Commonwealth in such case made and provided, as appears from the Articles of Organization of said corporation, duly approved by the Commissioner of Corporations and Taxation and recorded in this office:

Now, therefore, I, Frederic W. Cook, Secretary of The Commonwealth of Massachusetts, ~~Do Hereby Certify~~ that said William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope, their associates and successors, are legally organized and established as, and are hereby made, an existing corporation as of November 28, 1936, under the name of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, with the powers, rights and privileges and subject to the limitations, duties and restrictions, which by law appertain thereto.



**Witness** my official signature hereunto subscribed, and the Great Seal of The Commonwealth of Massachusetts hereunto affixed, this twenty-third day of December in the year of our Lord one thousand nine hundred and thirty-six.

F. W. COOK

*Secretary of the Commonwealth.*

[Seal]

## **Commonwealth of Massachusetts**

### *Chapter 126 — Laws of 1937*

**An Act** authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

*Be it enacted, etc., as follows:*

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations to carry out the charitable provisions contained in the will of Isabella Stewart Gardner, may hold real and personal estate to an amount not exceeding twelve million dollars notwithstanding the limitation provided by section nine of chapter one hundred and eighty of the General Laws, which estate shall be devoted to the purposes of said institution as provided in said section nine.

*Approved March 23, 1937.*

## **Commonwealth of Massachusetts**

### *Chapter 248 — Laws of 1955*

**An Act** authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows: Chapter 126 of the acts of 1937 is hereby amended by striking out, in line 6, the word "twelve" and inserting in place thereof the word twenty.

# Commonwealth of Massachusetts

## PROBATE COURT

SUFFOLK, SS.

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, of Boston, Suffolk County, a Massachusetts Corporation, is appointed trustee of certain estate given in trust as a Museum for the education and enjoyment of the public forever under the will of Isabella Stewart Gardner, late of Boston, in the County of Suffolk, deceased, testate, which will was proved and allowed on the twenty-first day of August A.D. 1924, by said Court, and is now of record in this Court, to act in place of William C. Endicott, deceased, Grafton D. Cushing, Olga E. Monks, Richard C. Paine, T. Jefferson Coolidge, Arthur Pope and Francis L. Higginson (resigned).

And you are required to make and return to said Probate Court, within three months from the date hereof, a true inventory of all real and personal estate belonging to it as trustee, which at the time of the making of such inventory shall have come to its possession or knowledge;

To manage and dispose of all such estate, and faithfully to discharge its trust in relation thereto, according to law and the will of said testatrix;

To render, upon oath, a true account of the property in its hands, and of the management and disposition thereof, at least once a year until its trust is fulfilled, unless excused therefrom in any year by said Court; and

At the expiration of its trust, to settle its account in said Court, and pay over and deliver all the estate and effects remaining in its hands, or due from it on such settlement, to the person or persons entitled thereto.

**Witness**, William M. Prest, Esquire, Judge of said Court, at Boston, this 24th day of December in the year of our Lord one thousand nine hundred and thirty-six.

ARTHUR W. SULLIVAN, *Register*.

# Commonwealth of Massachusetts

*Acts of the Year 1943*

## *Chapter 279*

An Act to Exempt from Taxation the Real Estate in Boston of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, Trustee under the Will of Isabella Stewart Gardner.

*Be it enacted, etc., as follows:*

The real estate, hereinafter described, located in the city of Boston and held by THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, as trustee under the will of Isabella Stewart Gardner, shall be exempt from taxation beginning January first, nineteen hundred and forty-three, and continuing so long as the museum, known as the Isabella Stewart Gardner Museum, is operated by said corporation for the education and enjoyment of the public. Said real estate includes the building housing said museum and is bounded northwesterly by Worthington street; northeasterly by the Fenway; southeasterly by Evans Way; southwesterly by land now or formerly of Carol H. Powers et al., one hundred and twenty-one hundredths feet; and northwesterly thirty-two and sixty-nine hundredths feet and southwesterly eighty-four and eighty-nine hundredths feet by land now or formerly of Harold J. Coolidge et al., Trustees; containing about sixty-six thousand, seven hundred and ninety-four square feet.

*Approved May 14, 1943.*



THE ISABELLA STEWART GARDNER  
MUSEUM, INCORPORATED  
BY-LAWS

ARTICLE I

The officers of this corporation shall consist of a board of seven Trustees, a presiding officer to be known as the President of The Isabella Stewart Gardner Museum, Incorporated, a Vice-President of The Isabella Stewart Gardner Museum, Incorporated, a financial officer to be known as the Treasurer of The Isabella Stewart Gardner Museum, Incorporated, and a recording officer to be known as the Secretary of The Isabella Stewart Gardner Museum, Incorporated.

ARTICLE II

The Trustees shall have the right to resign, and upon the death or resignation of any of them the remainder shall have the right to fill the vacancy or vacancies by the election of a new member or members.

ARTICLE III

The Trustees shall have general control of the property of the corporation and shall have power to appoint from time to time such agents as they may deem necessary for the appropriate conduct of the affairs of the corporation, subject to the provisions of the will of Isabella Stewart Gardner.

ARTICLE IV

The Trustees shall, at the annual meeting, choose from their number a President of the Corporation to hold office until the next annual meeting.

## ARTICLE V

The Trustees shall, at the annual meeting, choose from their number a Vice-President of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Vice-President to preside at meetings of the Trustees in the absence of the President. The Vice-President may also hold the office of Treasurer or Secretary if thereto elected.

## ARTICLE VI

The Trustees shall, at the annual meeting, choose from their number a Treasurer of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Treasurer to keep the financial records of the Corporation and report thereon to the Trustees. The Treasurer may also hold the office of Secretary if thereto elected.

The Trustees, at the annual meeting, shall also choose from their number a Finance Committee, to hold office until the next annual meeting and to consist of three members, one of whom shall be the Treasurer, who shall be chairman of the Committee. The Finance Committee shall be empowered to invest, change investments, and re-invest the funds belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, and may act on all such matters by a majority of their number.

A national bank or trust company doing business in Massachusetts may be appointed by the Trustees as Financial Agent of the Corporation. The duties of the Financial Agent may include, but need not be limited to, the receiving and having custody of funds and securities belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, the

keeping of accounts for the Corporation, the execution of purchases and sales of securities authorized by the Finance Committee, and the furnishing of investment advice. While the Financial Agent is thus charged with any duties which the By-Laws assign to the Treasurer, the Treasurer is relieved from performing them.

## ARTICLE VII

The Trustees shall, at the annual meeting, choose from their number a Secretary of the Corporation to hold office until the next annual meeting. It shall be the duty of the Secretary to keep a record of the meetings of the Trustees and to give the requisite notice thereof.

## ARTICLE VIII

A vacancy occurring in any of the offices of the Corporation may be filled at any regular or special meeting of the Trustees, the officer so elected to hold office until the next annual meeting.

## ARTICLE IX

The Trustees shall have power to act on all questions by a majority of their number. No Trustee shall be liable for retaining bonds or securities unregistered or in the name of a nominee, for leaving securities in the possession or control of any other of the Trustees or any depositary selected with reasonable care, for any error of judgment, or for anything except his own wilful personal default.

## ARTICLE X

An annual meeting of the Trustees shall be held at Boston on the second Monday of February in each year. Special meetings may be held at any time, either in Boston or elsewhere in the Commonwealth, upon the request of any of



the Trustees. The Secretary shall give notice thereof to each Trustee, either personally or by mail, at least three days prior to the time of such meeting, or said notice may be given by the President, but any meeting of the Trustees at any place at which all shall be present shall be valid without any previous notice thereof.

#### ARTICLE XI

A notice of any meeting of the Trustees, mailed to addresses furnished by them, shall be sufficient notice.

#### ARTICLE XII

The seal of the corporation shall consist of a circular impression bearing the corporate name and the year of incorporation and a design representing a phoenix surmounted by a helmet with the motto *C'est mon plaisir*.

#### ARTICLE XIII

The By-Laws may be amended in any manner not incompatible with the due administration of the trusts set up in the will of Isabella Stewart Gardner, at any regular or special meeting, provided that notice of such intended amendment shall be given in the call for the meeting.

## REPORT OF THE PRESIDENT



### TO THE TRUSTEES:

During this last year there has been little that calls for special comment unless it be the four afternoon receptions for the public school teachers of Boston and vicinity. Recognition of the labors of the public school teachers was first observed by a single reception in the evening in 1935 but the members have so increased that it was decided last year to have four receptions and to have them in the afternoon as a more convenient hour to get home afterwards. Judging by reports and letters, this custom is much enjoyed and appreciated, and should be repeated frequently. It is a pleasure to the teachers, and is a means of disseminating interest in and the use of objects of beauty.

Even if we have not had an opportunity to receive some brilliant magnet from other shores, or even from our native hills or plains, we have had the warm satisfaction of seeing our own crop of friends and visitors show pleasing increases in their visits to Mrs. Gardner's famed contribution to the world of art.

During the last two or three years our reports have mentioned our experiments in adding to the hours of admittance on so-called closed days and in the evenings of certain weekdays. These experiments seem to be proving their worth, as may be seen in the table of attendance during the last five years shown at the end of this report.

During the latter part of last year, some consideration was given to the raising of the mosaic in the main courtyard, but all definite steps were postponed till the current year of 1961.

The income of the Museum from General Funds showed a decrease of \$2,465.83 compared with last year. Sales of photographs, catalogues, and miscellaneous items were about \$2,100 more than in last year.

The total expenses decreased \$22,815.51 compared with last year, largely due to less heavy expenses required for "maintenance and security" requirements, leaving a net balance of income over expenses of \$31,308.03, an increase of \$22,499.51 compared with last year. After transferring the customary \$10,000 to our own Pension Fund, and amortization of bond premiums, the final result is a surplus for the year of \$17,982.56 compared with last year's deficit of \$4,956.95.

Further details of the management and maintenance of the Museum will be found in the Report of the Director, which follows, and also in the Treasurer's financial statements with the accompanying report of the independent public accountants, Price Waterhouse & Co.

The appreciative thanks of the Trustees go to the entire staff at the Museum, the greenhouse, and the office for their constant loyalty and coöperation.

F. L. HIGGINSON,  
*President*

February 13, 1961



# ATTENDANCE DURING 1956 TO 1960

|                          | 1956   | 1957   | 1958   | 1959    | 1960    |
|--------------------------|--------|--------|--------|---------|---------|
| Regular open weekdays    | 47,233 | 50,521 | 53,258 | 52,370  | 58,061  |
| Regular open evenings    | 0      | 0      | 0      | 1,165   | 1,863   |
| Guided closed days       | 0      | 725    | 918    | 3,814   | 4,183   |
| Total weekdays           | 47,233 | 51,246 | 54,176 | 57,349  | 64,107  |
| Sundays                  | 36,853 | 43,446 | 40,357 | 47,061  | 47,311  |
| Special events           |        |        |        | 2,767   | 5,266   |
| Total 12 mos. attendance | 84,086 | 94,692 | 94,533 | 107,177 | 116,684 |

## REPORT OF THE DIRECTOR



### TO THE TRUSTEES:

If the affairs of the past year are appraised as to long-term value, the chief occurrence surely would be the publication during December of *Titian's Rape of Europa*, a study by Arthur Pope of the composition and the mode of representation in this and related paintings. It was produced for the museum by the Harvard University Press. Into its sixty-two pages of text, aided by the thirty-seven illustrations, Professor Pope has condensed an interpretation of the knowledge, the imagination, and the skill of a master of this art as they are discovered in one of his celebrated paintings. The language of words can reach only a limited distance towards explaining the terms of visual design. This essay goes a long way, and others are being prepared on paintings in the collection.

Although there was a drop during December, attendance for the year ran well. As was remarked in a recent annual report, a large proportion is of young people. From written requests for permission to make photographs in the building and grounds, a kind of estimate can be drawn as to the visitors' places of residence. Between July 1, 1958, and June 30, 1960, around 2,470 such requests were signed. Of this number, 37 per cent gave an address in Greater Boston; 59 per cent in New England; 95 per cent in continental America. Evidently, if this sampling is fair, the main service of the museum is to the immediate locality. The record of attendance for the past year is:

|  |        |
|--|--------|
| Scheduled open periods on weekdays (142) | 59,924 |
| Sunday afternoons (46)                   | 47,311 |



|                                |                |
|--------------------------------|----------------|
| Closed days and special events | 9,449          |
| Total                          | <u>116,684</u> |

The number that came between 4 and 10 on the open evening, the first Thursday of each month except August, was 1,863, and this is an increase of 700 over the year before. Visits by study groups are counted as follows:

|                               |          |             |
|-------------------------------|----------|-------------|
| Boston public schools         | 4 groups | 165 persons |
| Public schools outside Boston | 47       | 1,824       |
| Private schools               | 18       | 579         |
| Colleges                      | 35       | 1,278       |
| Other organizations           | 51       | 1,406       |

Regularly scheduled tours conducted by members of the museum staff accommodated 142 groups (1,762 persons) on days when the museum was open and 276 groups (3,477 persons) on closed days. Guided tours were arranged by appointment for 63 groups (1,885 persons) and 14 other groups (946 persons) had tea following the tour (total, 77 groups, 2,831 persons). Among the major special events were:

- January 29, Metropolitan Opera, regional auditions, reception (180 persons)
- May 10, 12, 17, and 19, reception by the museum for teachers in the Boston public schools (1,478 persons)
- May 13, Harvard Medical School Chorus, concert and reception (343 persons)
- May 16, English Speaking Union, reception for the British Ambassador (546 persons)
- May 25, reception by the museum for members of the American Association of Museums (530 persons)
- September 12, Boston Bar Association reception for visiting British judiciary (141 persons)

November 5, reception by the Consul of Portugal commemorating Prince Henry the Navigator (98 persons)  
November 16, Boston Bar Association, reception for new members (400 persons)

Music programs were presented on 143 weekdays by 41 solo pianists, 5 violinists, 1 violist, 3 clarinetists, 6 flutists, 1 harpist, 17 instrumental duos, 8 instrumental trios, 2 vocal duos, 1 vocal trio, 2 instrumental ensembles, 3 choruses, and 1 jazz band. With the solo performers were 35 accompanists. For the 46 Sunday programs there were 9 pianists, 6 violinists, 1 cellist, 1 clarinetist, 3 duos, 8 trios, 7 string quartets, 1 vocal ensemble, 1 instrumental ensemble, 1 instrumental quintet, 6 singers, 2 choruses, and 1 harpsichordist with 1 flutist. In these programs 14 accompanists took part. On the 10 open evenings that had musical programs there were concerts by 6 instrumental trios, 1 duo, 1 quartet, and 2 quintets.

The museum gardeners held to the high standard they have set for themselves. They produced a steady and full supply of plants for the court and kept the outer gardens inviting to visitors during the months when those areas were open.

The painstaking task of keeping the collection in an adequate state remains a large demand on staff time and resources. During the year conservators and technicians completed treatment of 9 pieces of furniture, 7 sculptures, 10 shrine doors, 1 screen, 5 textiles (including a large tapestry), and 7 pieces of painted leather. Four cases were rebuilt. Minor repairs were finished on 8 pieces of furniture, 5 frames, 3 paintings, 2 sculptures, and 1 mosaic. Further, as an improvement of security, 81 small objects have been re-mounted. Renovations and repairs in parts of the building

continue as routine procedure. Some of the measures taken deserve mention: removal of the sales desk from the East Cloister to the Main Entrance Passage; rewiring of electrical, main-circuit distribution and installation of a new control panel; replacement of wooden sash by heavy steel-mullioned windows in the Chinese Loggia; rebuilding of east windows in the office annex.

The sale of publications (cash return, \$8,346.21) has been:

|  |        |
|--|--------|
| Reproductions of Paintings (Pope and Hatch)              | 71     |
| Catalogue of Exhibited Paintings and Drawings<br>(Hendy) | 67     |
| Isabella Stewart Gardner & Fenway Court (Carter)         | 92     |
| General Catalogue (Longstreet)                           | 26     |
| Gardner Collection (Carter)                              | 18     |
| Guide  | 4,589  |
| Reproductions  | 1,195  |
| Cards  | 44,551 |
| Note folders   | 315    |
| Color Transparencies, 35 mm. original                    | 458    |
| Color Transparencies, 35 mm. duplicates                  | 1,162  |
| Other Publications                                       | 264    |

In accordance with a direction in the will of Isabella Stewart Gardner, a memorial service was conducted on April 14 by the Society of St. John the Evangelist. The Reverend Father Granville Williams, S.S.J.E., was the celebrant on this date.

Resignations from the staff have been: Elita V. Taylor and Jean L. (Mrs. H. Thomas) Clark, assistant secretaries, W. Joseph Fulton, docent, Victor Palladino, gardener, and Delia F. Mullen, security and maintenance technician. Additions were: Jeanette T. Bibbo, assistant secretary, Johan-



na Giwosky, music secretary, Judith (Mrs. Charles) Jencks, conservation technician, Sylvia Ericson and Josiah Henry Braun, docents, Robert M. MacKenzie, gardener, Edward Monahan and Flora A. (Mrs. Herbert A.) Berry, security and maintenance technicians. The following have been employed for limited terms on special projects: Louise Alpers, Jessie Gifford, Thalassa P. C. Hencken (volunteer), Marilyn N. Reynolds, Katherine M. Underwood, Haruko Uramatsu, Robert A. Cain, Robert Hurrie, Frank Sorrentino, Jr., Walter W. Stoll, and Jerry Welch.

Respectfully submitted,

GEORGE L. STOUT,  
*Director*

February 13, 1961

# REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS



*To The Isabella Stewart Gardner Museum, Incorporated,  
Trustee Under the Will of Isabella Stewart Gardner:*

We have examined the statement of assets and fund balances of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the will of Isabella Stewart Gardner, as of December 31, 1960 and the related statements of changes in fund balances and income received, expenditures and appropriations for the year then ended. In accordance with the generally accepted practice of nonprofit organizations, the accounting records are maintained generally on a cash basis and include no receivables, accruals or prepayments of items of expense and income. Also, in conformity with practices acceptable for such organizations, museum property is carried at appraised values as shown in the Trustee's inventory at December 24, 1936, and no depreciation thereon is provided. Our examination of such statements was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying statements present fairly, on the basis indicated which is consistent with that of the preceding year, the recorded assets and fund balances of The Isabella Stewart Gardner Museum, Incorporated, Trustee, as of December 31, 1960 and the changes in fund balances and income received, expenditures and appropriations for the year.

PRICE WATERHOUSE & Co.

Boston

February 14, 1961

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED  
TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER

STATEMENT OF ASSETS AND FUND BALANCES

DECEMBER 31, 1960

ASSETS

*General fund:*

Investments (Note A):

Bonds (approximate market  
value—\$3,740,000)

\$3,781,749.03

Capital stocks (approximate market  
value—\$6,200,000)

2,181,475.17

\$5,963,224.20

Cash

4,580.98

\$ 5,967,805.18

Museum property, at appraised  
values (Note B):

Land and buildings

\$ 366,400.00

5,000 shares of The Isabella Stewart  
Gardner Museum in the Fenway,  
Incorporated, representing:

Contents of Museum building  
Lot and greenhouse

\$4,015,000.00

49,000.00

\$4,064,000.00

4,430,400.00

\$10,398,205.18

*Pension fund:*

Investments:

Bonds, at cost (approximate  
market value—\$704,000)

\$ 732,602.77

Cash

27,889.22

760,491.99

*Current working funds:*

Investments:

Bonds, at cost (approximate  
market value—\$406,000)

\$ 411,142.86

Cash

43,167.87

454,310.73

\$11,613,007.90

FUND BALANCES

*General fund*

\$10,398,205.18

*Pension fund*

760,491.99

*Current working funds:*

Maintenance and depreciation

\$ 414,823.43

Amortization of bond premiums

21,080.90

Current surplus account

18,406.40

454,310.73

\$11,613,007.90



THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED  
TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER

STATEMENT OF INCOME RECEIVED, EXPENDITURES  
AND APPROPRIATIONS

|   | Year ended December 31 |                      |
|---|------------------------|----------------------|
|   | 1960                   | 1959                 |
| <i>Income received:</i>   |                        |                      |
| Income from investments (not including income on Pension Fund investments):             |                        |                      |
| Interest on bonds   | \$132,939.32           | \$100,452.10         |
| Dividends on capital stocks   | 230,209.82             | 265,162.87           |
| Sales of catalogues, post cards, etc. at Museum   | 8,372.52               | 6,222.69             |
|   | <u>\$371,521.66</u>    | <u>\$371,837.66</u>  |
| <i>Expenditures:</i>  |                        |                      |
| Museum operating expenses:  |                        |                      |
| Maintenance and security  | \$167,292.68           | \$199,462.27         |
| Gardening and grounds   | 36,178.48              | 36,311.65            |
| Music   | 23,929.73              | 21,571.55            |
| Care of collection and paintings  | 12,050.31              | 13,657.62            |
| Administration  | 61,034.36              | 59,508.02            |
| Insurance   | 7,190.96               | 2,066.57             |
| Compensation of managing trustees   | 3,500.00               | 3,500.00             |
| Fiduciary Trust Company—agent (to April 1, 1959)  |                        | 1,500.00             |
| Gardner Office, Inc.—agent (since April 1, 1959)  | 15,000.00              | 11,250.00            |
| Trustees' fees  | 500.00                 | 460.00               |
| Treasurer's office expenses   |                        | 2,086.04             |
| Legal and accounting services   | 2,855.50               | 2,525.50             |
| Social security taxes   | 4,893.25               | 3,964.19             |
| Employees' Blue Cross and Blue Shield   | 5,308.36               | 4,663.98             |
| Miscellaneous general and administrative expenses                                       | 480.00                 | 501.75               |
|   | <u>\$340,213.63</u>    | <u>\$363,029.14</u>  |
| Excess of income over expenditures  | \$ 31,308.03           | \$ 8,808.52          |
| Appropriation for Pension Fund  | \$ 10,000.00           | \$ 10,000.00         |
| Amortization of bond premiums   | 3,325.47               | 3,765.47             |
|   | <u>\$ 13,325.47</u>    | <u>\$ 13,765.47</u>  |
| Excess (deficiency) of income received over expenditures and appropriations from income | <u>\$ 17,982.56</u>    | <u>\$ (4,956.95)</u> |

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED  
TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER

STATEMENT OF CHANGES IN FUND BALANCES  
YEAR ENDED DECEMBER 31, 1960

|   | General Fund    | Pension Fund | Maintenance and depreciation | Current working funds — Amortization of bond premiums | Current surplus account |
|---|-----------------|--------------|------------------------------|---|-------------------------|
| Balances, December 31, 1959   | \$ 9,596,375.83 | \$593,555.97 | \$336,018.55                 | \$17,755.43   | \$343,804.88            |
| — Additions (deductions):   |                 |              |                              |   |                         |
| Appropriations from current surplus balance at December 31, 1959 (Note C):        |                 |              |                              |   |                         |
| For pension fund  |                 | 150,000.00   |                              |   | (150,000.00)            |
| For current working fund for maintenance and depreciation                         |                 |              | 78,804.88                    |   | (78,804.88)             |
| For contribution to two Boston hospitals  |                 |              |                              |   | (115,000.00)            |
| Excess of expenditures and appropriations over income, per accompanying statement |                 |              |                              |   | 17,982.56               |
| Net gain (loss) from sales of securities (Note A)                                 | 801,829.35      |              |                              |   | 423.84                  |
| Income from investments of pension fund   |                 | 2,487.50     |                              |   |                         |
| Appropriation from income for pension fund  |                 | 23,728.52    |                              |   |                         |
| Pensions paid   |                 | 10,000.00    |                              |   |                         |
| Amortization of bond premiums   |                 | (19,280.00)  |                              |   |                         |
|   |                 |              |                              | 3,325.47  |                         |
| Balances, December 31, 1960   | \$10,398,205.18 | \$760,491.99 | \$414,823.43                 | \$21,080.90   | \$ 18,406.40            |



THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED  
TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER

NOTES TO FINANCIAL STATEMENTS

*Note A—Investments:*

Investment securities held in the General Fund are stated at cost, if acquired subsequent to December 24, 1936, or at market values shown in the Trustee's inventory as of that date. All other securities are valued at cost. Gains and losses from sales of securities have been determined on the basis of these values.

*Note B—Museum Property:*

The museum land and buildings, together with the 5,000 shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated (representing the contents of the museum building, lot and greenhouse) are stated at appraised values as shown in the Trustee's inventory as of December 24, 1936.

*Note C—Distributions from Current Surplus:*

Under the terms of the will of Isabella Stewart Gardner, accumulations of unexpended surplus funds which, in the opinion of the Trustees, will not be required for the purposes of the museum, shall be distributed to the Boston Lying-In Hospital and the Massachusetts General Hospital at the end of each successive five-year period. In 1960, after appropriations of \$150,000 for the pension fund and \$78,804.88 for the current working fund for maintenance and depreciation, the remaining balance of current surplus at December 31, 1959, \$115,000, was contributed to the two hospitals as distributions of the excess accumulation since January 1, 1955.



*One hundred ten copies of this report/book were printed, thirty-five of which were bound in boards and seventy-five in wrappers, by The Anthoensen Press, Portland, Maine.*

















